

DEFENSE LOGISTICS AGENCY

LOGGLINES

SEPTEMBER - OCTOBER 2008



Realigning Logistics Operations



THE "FLAG LADIES"
OF DSCP

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from the **DIRECTOR**

Army Lt. Gen. Robert T. Dail
Director, Defense Logistics Agency

Our single focus at the Defense Logistics Agency is warfighter support. Supplying America's warfighting force around the world requires repair parts, troop support and energy material to flow seamlessly from the nation's industrial base directly to points at the Services' maintenance activities, flight lines, motor pools and at locations around the globe. Every day, our DLA employees work to ensure a constant flow of uninterrupted support.

DLA continues to assume new missions and improve its level of service. In 2005, the Base Realignment and Closure Commission assigned DLA with the mission of supply, storage, consolidation and privatization improvements

and responsibilities for the Department of Defense supply chains. Since then, we have enacted those decisions, realigning our logistics operations and infrastructure to lower material and supply costs, and moving DOD toward a single, end-to-end supply chain.

Through BRAC supply, storage and distribution reconfigurations, DLA is moving from a wholesale operation to an integrated supply provider. Personnel and function transfers, like those at Warner Robins and Oklahoma City Air Logistics Centers, are extending DLA's work force forward, allowing warfighters to focus on the mission while we take care of the support details.

Depot-level reparable procurement and management are also consolidated through BRAC, establishing DLA as the single buying organization charged with procuring new parts while managing a larger number of consumable items. We expect to stand up the first of eight depot-level reparable detachments in DLA this year, where the personnel

currently performing the mission for a specific military service will transfer in place to DLA supply centers.

The BRAC decision of 2005 charged DLA with the responsibility for privatizing DOD's entire logistics process for three commodity lines: tires; chemicals, packaged petroleum oils and lubricants; and compressed gases. DLA awarded long-term contracts, enhanced by DOD's buying power with suppliers, to provide all supply, storage and distribution requirements for these items. We began with tire privatization, now executing with all the services. DLA is moving other commodities like fuel, medical and surgical supplies, and pharmaceuticals in this direction as well.

Warfighter support remains paramount and will continue seamlessly as we make these changes. Our main focus from these changes is better warfighter support. Our nation's service members rightly expect world-class logistics support and we will provide them with no less than they deserve. ★

LOGLINES

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Promoting the DLA Vision

A new video, produced by the Strategic Communications Division, highlights the actions and underlying purpose of DLA employees.

The video can be viewed and downloaded from DLA's public Web site, www.dla.mil. The accompanying poster is presented here on the inside back cover.



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Realigning Logistics Operations

FIVE COMPONENTS — One Integrated Supply Chain

Story by Beth Reece

At Tobyhanna Army Depot, Pa., a mechanic's place is at the workbench, with tools and parts in hand.

"Mechanics are paid to accomplish maintenance — we want them turning a wrench, not waiting on or looking for a part," said Louise

Terrell, deputy executive director for the Defense Logistics Agency office overseeing the implementation of Base Realignment and Closure 2005 Supply and Storage recommendations.

Once a helicopter maintenance officer for the Army, Terrell knows

what it's like to have work grind to a halt because parts aren't available. That insight is now an edge in her current role.

Military services have always depended on their own procurement and supply specialists to keep repair parts in reach. But as DLA works with the services to carry out BRAC 2005-mandated changes, warfighters will turn their trust to DLA. And instead of putting material on the shelf for future use, DLA will push it straight to shipyards, maintenance depots and air logistics centers.

Supply and storage recommendations in BRAC 2005 charge DLA with becoming the chief logistics source for all the services by:

- Consolidating the procurement of depot-level reparables or DLRs, and assuming management of such consumable items as repair parts;
- Privatizing management of tires; chemicals, packaged petroleum products and lubricants; and compressed gases; and
- Reconfiguring supply, storage and distribution management.



Air Force Staff Sgt. Phillip Butterfield

Airmen with the 386th Expeditionary Aircraft Maintenance Squadron install a multi-disk brake on a C-130E Hercules. The Defense Logistics Agency will become the sole procurer of such depot-level reparables by Sept. 15, 2011.

By Sept. 15, 2011, the Agency, in collaboration with the military services, will create an integrated end-to-end supply-chain operation that will reduce redundant processes and stock while increasing buying power for the Department of Defense.

"Overall, BRAC 2005 will help consolidate mission, leverage DOD's buying power and eliminate excess storage capacity to achieve efficiencies," said Army Lt. Gen. Robert Dail, DLA director.

More than 1,000 employees at 13 military industrial sites — shipyards, fleet readiness centers, air logistics centers and maintenance depots — and hundreds of procurement specialists at military service inventory control points will transfer in-place to DLA rolls as the Agency becomes the one-stop buying source for DLRs and most consumables.

But the bottom-line change for military customers will be faster service and fewer layers of support because material will no longer be processed outside the Agency while it's en route to end-users, according to William Budden, executive director for Strategic Programs.

"By bringing skills and expertise from the military services into DLA, these layers and handoffs are streamlined to create a more effective and efficient operation," Budden said.

BRAC is the catalyst, not only for achieving the integrated end-to-end supply chain operation that DOD is seeking, but also for realizing Dail's strategic thrusts for DLA, Budden

Mechanics like this one at Warner Robins Air Logistics Center at Robins Air Force Base, Ga., will soon receive parts directly from Defense Logistics Agency employees.





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Sue Sapp

Mechanics at military industrial sites will receive faster service as the Defense Logistics Agency becomes the one-stop buying source for depot-level reparables and most consumables.

added. BRAC is supporting the Agency's efforts to extend the enterprise, connect warfighter demand with supply and deliver supply chain excellence by helping move the Agency beyond its traditional wholesaler responsibilities, he said.

Consolidated Sourcing

Under BRAC 2005, DLA becomes the sole procurer of new depot-level reparables, or parts that can be repaired at or below the depot maintenance level, such as

transmissions, engines, wheels, etc.

DLA will gradually assume responsibility for buying these DLRs for all the services. DLA DLR detachments standing up at nine designated sites will pursue opportunities for buying new DLRs and consumable items together on long-term contracts to further increase DOD buying leverage with suppliers.

The first DLA DLR detachments stood up in June at logistics centers at Hill Air Force Base, Utah, and Tinker Air Force Base, Okla. Warner Robins Air Logistics Center at

Robins Air Force Base, Ga., and the Navy Inventory Control Points in Mechanicsburg, Pa., and Philadelphia are planned to follow in November.

DLA DLRs at the Army's Aviation and Missile Life Cycle Management Command and Tank-automotive and Armaments Life Cycle Management Command are projected to stand up by February 2009, followed by the Communications-Electronics Life Cycle Management Command in 2011. The final DLR detachment at Marine Corps Logistics Base Albany, Ga., is slated for sometime in 2011.

"Accomplishing this will not only allow DOD to present a single face to

industry, but will also provide many other cost-reducing benefits to the Department through more effective strategic sourcing, leveraged buying power, reduced inventory and lean processes," said Dail.

DLA will also assume the management of national stock numbers for most consumables from the services under BRAC. This Consumable Item Transfer effort continues previous efforts by the services and DLA to consolidate the management of consumables under DLA.

Smoother Supply Flow

The consolidation of each service's supply, storage and distribution functions under DLA will happen in two stages, the first being a functional transfer, in which industrial-site SS&D employees are transferred in-place to DLA.

Personnel at Warner Robins Air Logistics Center were first to transfer when, on Oct. 15, 2007, 265 full-time equivalent positions were transferred in place to DLA. In February, 365 FTEs with the 776th Maintenance Support Squadron at Oklahoma City Air Logistics Center were transferred, followed by 232 FTEs with the Ogden Air Logistics Center at Hill Air Force Base, Utah, in July. The FTEs transferred account for both current employees and vacant positions.

"On 'day one' DLA is simply — though it's not a simple process — asking them to work for DLA doing the exact same job they did," said Terrell. "It provides a great cultural bridge because DLA then has people who have been a part of a military service and are very proud of their work supporting that service."

Air Force air logistics centers and DLA are scheduled to complete the second phase of SS&D consolidation – inventory transfer – by late summer 2009.

The Navy's industrial sites will undergo functional transfer now through July 2009, followed by inventory transfers in 2011. Functional transfers for the Marine Corps are scheduled for September 2009 through 2010, and for the Army,

As a result of recent and ongoing changes, the Defense Logistics Agency will become the sole procurer of parts that can be repaired at or below the depot maintenance level.

Military services have looked to their own procurement and supply specialists to keep repair parts at the ready, but in the future, the Defense Logistics Agency will push material straight to shipyards, maintenance depots and air logistics centers.

Jim Himant



Air Force Staff Sgt. Maresiah Haynes





Realigning Logistics Operations

October 2009 through March 2011.

SS&D changes will also reshape the distribution network with the creation of four continental United States support regions by the Defense Distribution Center. Each region will have one strategic distribution platform with multiple forward distribution points.

SDPs already existing in San Joaquin, Calif., and Susquehanna, Pa., will be joined by new platforms in Warner Robins, Ga., and Oklahoma City. These SDPs will provide supply, storage and distribution support as well as consolidation, containerization and palletization capabilities to their designated customers. They will also provide in-transit cargo visibility so customers can track shipments.

A Tobyhanna Army Depot, Pa., mechanic places an antenna bracket on a Humvee. Supply, storage and distribution of such supplies at Tobyhanna will transfer to the Defense Logistics Agency in 2010.

"This reconfiguration aims to create a smoother material flow for all the components within a region in order to achieve inventory investment savings for DOD," Budden said. "In addition, customer wait-time for parts is reduced."

The Agency has already succeeded in privatizing commodity management for tires, packaged petroleum, oil and lubricants, and compressed gases and cylinders for all the services. This essentially puts supply, storage and distribution functions of these items on the shoulders of private industry as DLA manages the contracts and monitors contractor performance.

Five-year contracts with additional five-year options were awarded to Michelin North America for land tires; Michelin Aircraft Tire Company, LLC, for aircraft tires; Haas TMC for compressed gases and cylinders; and Science

Applications International Corporation for packaged petroleum products and chemicals.

A Cultural Adjustment

The unique business processes at each industrial site add to the challenge of consolidating SS&D functions and inventory, Terrell said.

"Sites may have different solution sets because of the kind of equipment and commodities they manage," she said. "DLA understands there is not a 'one-size-fits-all' approach."

What won't differ among the services, Budden said, is the urgency with which DLA will respond to needs.

"A big cultural adjustment that DLA must make is to adopt a greater sense of urgency closer to the maintenance production-line customer," he said. "Industrial maintenance

customers want parts in minutes and hours, and in the supply, storage and distribution arena DLA has historically been operating in days and weeks with a wholesale focus. DLA must change its perception of what 'urgent' means."

Army Brig. Gen. Patricia McQuiston, commander of Defense Supply Center Columbus, Ohio, said customers can expect no interruptions in service as DLA and the services transition through BRAC changes.

"They are going to get



Steve Grzegorzinski

more responsive support, but it's not going to be noticeable to them who's providing that and it shouldn't be," she said. "All they should know is that they are going to get the right parts, the right supplies, the right commodities at the time they need them."

The "beauty" of BRAC, according to Terrell, is that supply planners will finally be able to see true demand. Currently, when industrial sites lack critical parts they work "buy-arounds" to meet maintenance requirements. Items procured this way are typically not reported, meaning that DOD's supply chain loses visibility for future planning.

People and Processes

The creation of this end-to-end supply chain is made possible only by people, Budden said. Experts in such areas as human resources, information technology and finance have teamed up to work through challenges ranging from transferring personnel to standardizing financial and accounting systems.

DLA Warner Robins employee Sandra Martin has spent nearly three weeks each month since the Oct. 15 activation at DLA's Fort Belvoir, Va., headquarters getting to know DLA's Enterprise Business System. Her work has included identifying design changes needed in EBS and Air Force supply systems so customers continue getting parts when and where they're needed.

"There are training, process and regulatory issues to deal with because we're used to working under Air Force systems and Air Force policy, with Air Force inventory and

The Defense Logistics Agency makes sure mechanics like Allan Widener at Robins Air Force Base, Ga., have repair parts at their fingertips.

money," she said.

"As the new DLA organizations are stood up at the BRAC SS&D and DLR sites, DLA recognizes and respects where the employees came from. There are cultural differences – differences in business practices and how things get done in the military services and DLA," Budden said.

Some industrial-site employees feared job cuts when the supply and storage decisions were announced. Terrell reported that not one person from the industrial sites has lost a job. In fact, it's the expertise and close relationship industrial employees have with their customers that will ultimately make BRAC changes a success, she said.

DOD-wide changes mandated by BRAC 2005 are expected to net an annual savings of approximately \$4 billion after full implementation. The savings will allow DOD to reallocate resources to weapons modernization, quality of life and readiness. 🧰



Air Force Senior Airman Dominique Simmons



Customers at military industrial sites can expect the Defense Logistics Agency to deliver the right parts and commodities where and when they're needed.



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BUYING IN BULK

Story by Beth Reece

Buy more, save more. The Defense Logistics Agency will do just that as it combines the purchase of new depot-level reparable for all four military services.

Consolidating the procurement of all new depot-level reparable under one agency will allow the Department of Defense to present a single face to indus-

try and improve warfighter support.

"When people learn about this change they ask, 'What's going to happen to my program? What's going to happen to my DLRs? What's going to happen to my readiness?' The readiness levels are going to remain the same because employees will be doing the exact same job they did before," said Marsha Thornton, chief contract-



Department of Defense Photo

As the Defense Logistics Agency consolidates the procurement of all new depot-level reparable, customers at military industrial sites will be able to expect better pricing and better contracts.

Consolidating the procurement of new depot-level reparable will take place incrementally at nine locations throughout the Army, Air Force, Marine Corps and Navy.

ing officer for the new DLA DLR detachment at Redstone Arsenal in Huntsville, Ala. The detachment is slated to stand up in February.

Depot-level reparable are spare parts that can be repaired and reused, such as engine components, transmissions or starters.

By buying these items in higher volumes for all the services through a single contract, the Agency will be able to leverage its buying power for better deals. It will also cut lead times, Thornton said.

The consolidation will take place incrementally at eight locations:

Ogden Air Logistics Center

Hill Air Force Base, Utah

Oklahoma City Air Logistics Center

Tinker Air Force Base, Okla.

Warner Robins Air Logistics Center

Robins Air Force Base, Ga.

***Aviation and Missile Life Cycle
Management Command***

Redstone Arsenal
Huntsville, Ala.

***Tank-automotive and Armaments Life
Cycle Management Command***

Detroit Arsenal
Warren, Mich.

Naval Inventory Control Points

Philadelphia and Mechanicsburg, Pa.

Marine Corps Logistics Command

Albany, Ga.

The first of three phases of implementation lasted two years, during which DLA worked alongside service representatives to create a detailed plan for implement-



Department of Defense Photo

ing the consolidation. These joint teams defined process changes, policy changes, system change requirements and also established a governance structure.

"The implementation plan includes procedures and policies for how we are going to function in this collaborative effort going forward, to include how we're going to buy, when we're going to buy and who from the services will be involved in those decisions," said Amy Sajda, DLA's lead for DLR implementation.

Provisional, service-operated detachments were established at some locations during phase two to manage the realignment of personnel, processes and procurement to DLA.

The second phase includes "as is, where is" transfer, through which approximately 270 employees – mostly contracting officers – will join DLA rolls in place and continue serving customers using service-specific computer systems, policies and procedures.

DLA DLR detachments stood up in June at Ogden ALC and Oklahoma City ALC, with Warner Robins ALC to follow in November along with both Navy ICPs. Three Army DLRs detachments will stand up, two in February and one by September 2011, followed by the Marine Corps in September.

In the final phase, the detachments will transition to e-Procurement, a new contract-writing tool that will be added to the Agency's Enterprise Business System. Detachments will also begin operating under DLA policy,



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procedures, clauses and other business processes.

While these changes should be transparent to customers, Michael Yort, CCO for DLA Oklahoma City procurement management operations, said he hopes they will notice improvements in acquisition.

"I think the fact that the detachments are staying with the customers, where the requirements are generated, will help us to remain in contact with them and ensure we continue to provide the level of service they need," he said.

Doug Nevins, CCO for the provisional detachment for the Navy Inventory Control Point in Mechanicsburg, Pa., expects better pricing, better contracts and better performance.

"I would think that suppliers are going to respond more timely now," he said. "If the warfighter needs an accelerated delivery, I would think that because we are such a big customer coming at them holistically, the

The Defense Logistics Agency will improve warfighter support by presenting a single face to industry for the Department of Defense.

warfighter is going to get accelerated deliveries when they need it."

DLR procurement consolidation will be a challenge to both the services and DLA as the cultures of each merge, according to Yvette Burke, acquisition executive for the Defense Supply Center Richmond, Va.

"It's very important for the DLA folks to embrace the knowledge and experience the DLR experts bring to the DLA mission," she said. "And, in turn, it's also important for the DLR folks to understand the DLA mission, culture, experience, and history and be able to adapt to that in this change."

As DLA and the services work together to create a closer connection between customers' demand and supply, Burke said she believes the collaboration will ultimately benefit warfighters in the long run.

"We're part of the same team and we share similar values; we're all dedicated to the customer, we all value teamwork and we push for accountability and innovation," she said. 🌟



Jeremy Guthrie

Under One Roof

Defense Logistics Agency Will Assume Management of Consumable Items

Story by Jonathan Stack

As the Defense Logistics Agency drives forward to stand up Depot Level Repairable detachments in accordance with the 2005 Base Realignment and Closure 2005 legislation, it also continues a long-standing effort aimed at bringing certain consumables and their management under the Agency's combat logistics support umbrella.

Consumable Item Transfer – the process of transferring work associated with management of national stock numbers for weapon system repair parts, tactical vehicles and aircraft from the military services to DLA – began in March 2007 and is slated for completion in September 2011.

According to Deborah Kemble DLA's CIT lead for planning and implementation, implementing the CIT portion of the legislation will give the Department of Defense a single, consumable item management-provider for the majority of its consumable items, providing efficiencies and improved support through more effective strategic sourcing.

CIT will enable DOD to leverage its consumable item buying power across all four military services and DLA, improving service to customers and increasing support to warfighters through increased work efficiencies at inventory control points, and attaining a better level of support from suppliers, said Kemble.

That means DLA buys in bulk to secure better per-item prices; a savings it can then pass along to customers while managing an inventory better aligned with customers' demand and decreasing customers' wait times for consumables.

The number of items each service is transferring for DLA to manage varies greatly. The Army and Navy are transferring the bulk of the estimated 50,000 NSNs

projected to transfer by 2011, with approximately 33,000 and more than 12,000 respectively. The Air Force plans to transfer approximately 7,000 NSNs by December 2009, while the Marine Corps will hand over approximately 160 items by the scheduled completion date.

Military service Inventory Control Points and the three DLA defense supply centers are impacted by CIT, with specific changes occurring at:

Army –

Aviation and Missile Life Cycle Management Command, Redstone Arsenal, Ala.;
Communications-Electronics Life Cycle Management Command, Fort Monmouth, N.J.;
U.S. Army Tank-automotive and Armaments Command Life Cycle Management Command,
Detroit Arsenal, Mich.; Rock Island Arsenal, Ill.;
and the Soldier Systems Center, Natick, Mass.

Navy –

Navy ICPs in Philadelphia and Mechanicsburg, Pa.

Air Force –

Oklahoma City Air Logistics Center,
Tinker Air Force Base, Okla.;
Ogden Air Logistics Center, Hill AFB, Utah;
and Warner Robins Air Logistics Center,
Robins AFB, Ga.

DLA –

Defense Supply Center Richmond, Va.;
Defense Supply Center Columbus, Ohio,
and Defense Supply Center Philadelphia.





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One Stop Shop

Story by Heather Athey

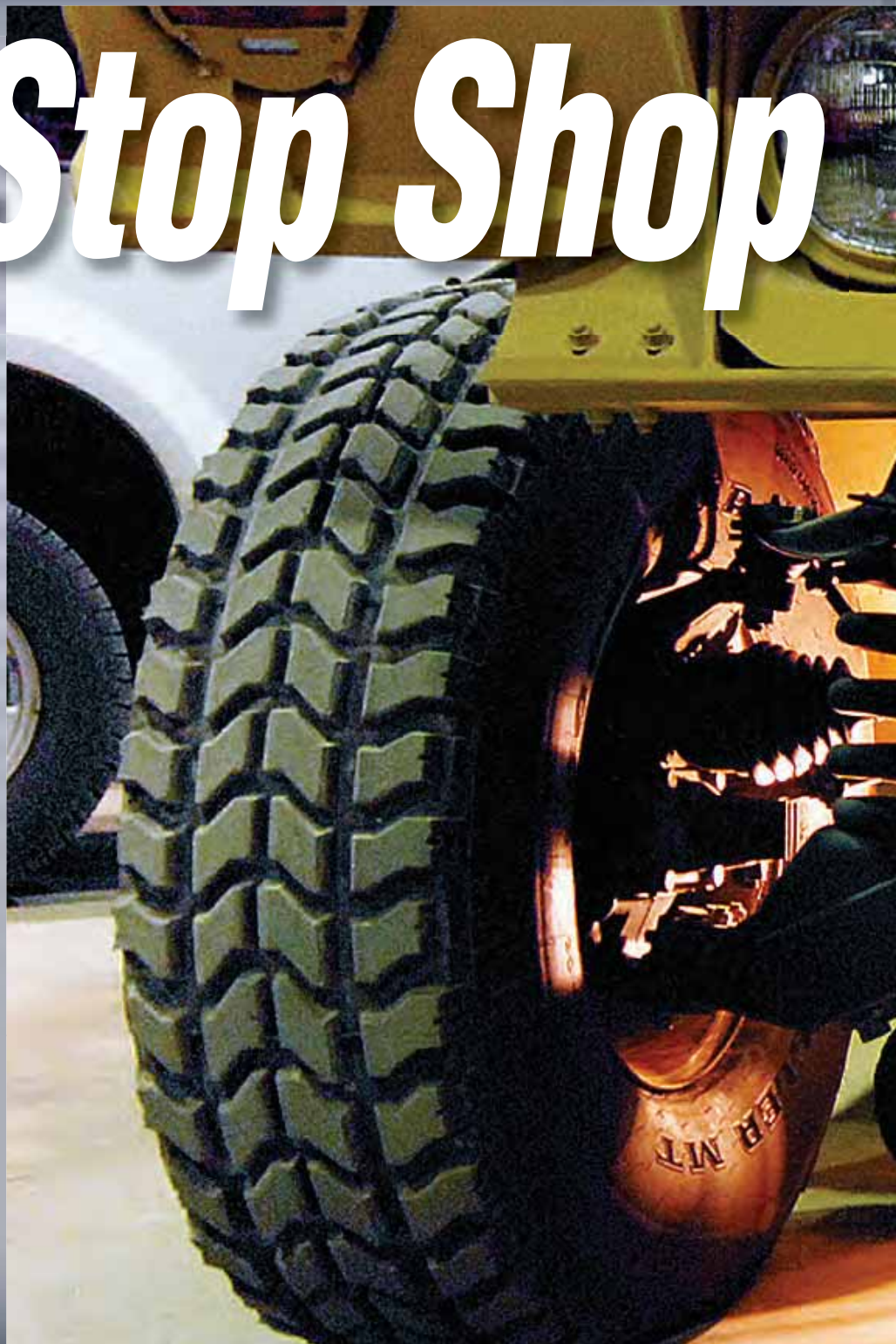
Handling 5.2 million items a day for the men and women of America's military means the Defense Logistics Agency has a lot of plates to keep spinning at the same time – a juggling act aimed at balancing the immediate needs of warfighters while planning for tomorrow.

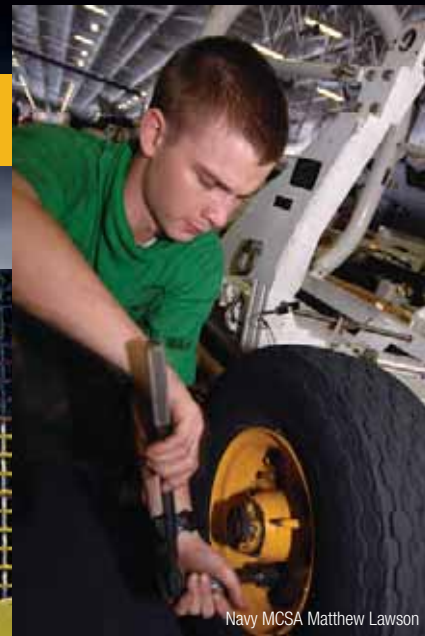
In both the short and long-term, DLA relies on partnerships with Department of Defense agencies, the military services and industry to find suitable best-value strategies to keep supplies flowing into the hands of warfighters.

Under the Base Realignment and Closure 2005 Commodity Management Privatization recommendation all parties came together to streamline the logistics process for three

Tires for use on land vehicles like this Humvee are part of the Base Realignment and Closure 2005 Commodity Management Privatization recommendation.

(Inset) Michelin Aircraft Tire LLC now handles the logistics process associated with supplying aircraft tires to America's military.





Navy MCSA Matthew Lawson

Air Force Senior Airman Julianne Showalter



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Air Force Senior Airman Stacia M. Willis

tire contracts are managed by Defense Supply Center Columbus, Ohio.

Defense Supply Center Richmond, Va., manages the remaining contracts; one awarded to Science Applications International Corporation for chemicals and packaged petroleum products, worth up to \$6.25 billion, and one for various compressed and liquefied gases and cylinders awarded to Haas TCM, worth up to \$2 billion.

According to Amy Sajda, in DLA's Acquisition Management Division, the BRAC legislation

Compressed and liquefied gases and the cylinders that contain them are now supplied by Haas TCM under a Defense Supply Center Richmond, Va., managed contract.

commodity lines; tires, packaged petroleum products, oils and lubricants; and compressed gases.

"Wherever I go, our customers, the military services, want DLA to take on more of the logistics mission for them. They don't want to duplicate our efforts," said Army Lt. Gen. Robert Dail, DLA director.

One of the things DLA can do for warfighters is use its purchasing power to negotiate better deals for supplies, and for the processes that put those supplies in the hands

of customers. Under the privatization decision, DOD charged DLA with finding vendors who could buy, warehouse and ship these specific items to customers. The goal being to free up the government's infrastructure and let the military services focus on their missions.

As a result of the privatization recommendation, DLA awarded four record-setting contracts, beginning in early 2007. The contract for land tires, with an estimated value of \$1.66 billion was awarded to Michelin North America. Michelin Aircraft Tire Company, LLC, received the contract for aviation tires worth approximately \$720 million. Both

does not actually mandate the privatization of chemicals or cylinders, but the Agency elected to include these commodities based on the way the mandated items are purchased.

"When you buy gases, they come in a refillable cylinder. So, when you privatized buying the gases, it just made natural sense to privatize the cylinder portion of that as well. The same thing with the chemicals; petroleum, oils and lubricants are a big part of a commodity line, so it made sense from a distribution and commercial marketplace perspective to privatize that whole grouping of the commodity, as opposed to just a portion of it," said Sajda.

Before privatization actions could begin, the Agency had to first assume responsibility for these commodities from the military services. After the transfer was complete, DLA and the military services got together to start outlining requirements the new contractors would have to meet.

"The services have been involved since the beginning; in the requirements determination process, in the contract evaluation and award process. They were on the source selection team – they were involved from day one," said Sajda.

Because each of the contracts are so large, every contract provided for a transition plan, as well as an attrition plan to get the inventory moved over to the vendor. Once the contracts were in place, the transition

Air Force Senior Airman Olufemi Owolabi



Navy Petty Officer 2nd Class Michael J. Sandberg



The Defense Logistics Agency awarded a record-setting contract to Science Applications International Corporation for chemicals and packaged petroleum products like motor oil.

Chemical testing reagents are among the chemicals privatized as a result of the Commodity Management Privatization recommendation.



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Insect repellents, like the permethrin this Sailor is spraying on uniforms, are now managed by a private vendor instead of by the individual military services or the Defense Logistics Agency.

periods served to draw down stocks at military maintenance depots and DLA distribution centers. New orders were filled from those inventories until the quantity ran out, then the vendor assumed responsibility thereafter for filling orders.

"For the tire contracts, that's all pretty much almost to completion at this point. The vendors are at the point where they are supporting the commodity fully and we're almost done removing stock from the depots," Sajda said. "The chemical commodities are still being transitioned over to the vendor. Full support isn't supposed to take place until the middle of fiscal 2009 for those contracts, but the attrition plans are being implemented to get the stock out of the depots for ultimate transition to the vendor."

Although private vendors are moving toward full responsibility for handling the logistics process for these items, planners took pains to ensure the transition appeared seamless to customers.

"For the most part, customers order tires in the same way they always have and they continue to receive them within time definite delivery standards — the same standards used within DOD for shipments. Overall, feedback we



Navy Petty Officer 1st Class Christopher Mobley

have received has been positive in response to customer wait time and quality," said Lori Archibald, chief of the Tires Integrated Supply team.

DLA also retained the current requisition process for chemicals, petroleum products and gases, said Army Lt. Col. Johnny Broughton, program manager for the SAIC and TCM contracts, who believes its too early yet in the implementation stage to accurately assess the full impact of privatization.

"I believe that over the course of the next 12 months, as we work through the transition phase and as order volumes increase, our customers will begin to receive orders faster and have fewer backorders," Broughton said. "Our aggressive performance metrics, coupled with DLA's commitment and teaming efforts will ensure increased customer support and satisfaction."

As with any significant contracting action, there were stakeholder concerns regarding price and the vendors that ultimately won the competitions, Sajda said.

"The military services had a problem with the pricing on the tires because it is higher than what they were paying before. When you look for an apples-to-apples comparison of what the services paid before and what DLA is providing under the contracts, to include the additional support services the contractor is providing, it comes out that the contract price is comparable to what

the services paid organically before," she said.

Prior to privatization, all costs associated with the manufacture, demand planning, supply planning, warehousing and tire transportation were spread over the entire range of commodities DOD manages. A number of studies commissioned by the Department to determine if prices really did increase as much as appeared showed, once all costs were factored in, the prices are actually a little bit less than before, said Sajda.

Archibald has received additional feedback on the pricing and attributes part of the increase to skyrocketing price of oil and its effect bubbling over into manufacturing and transportation industries.

"Crude oil is not only a key ingredient in the manufacture of tires, it also greatly affects the transportation of tires," she said.

Still, through the challenges, DLA leadership has maintained the BRAC changes will bring the Agency's key capabilities in line with

The Defense Logistics Agency has all but completed the transition to vendor-managed support for land and aircraft tires.

customer demands, and privatization of commodities is just another step in DLA's extending its enterprise forward, changing its business model to meet the needs of a fast, agile fighting force.

"We are no longer amassing vast inventories at rear echelons, based on past demand history, to try to replenish customers who often had lots of their own stocks too," Dail said. "Now we establish sources of supply to meet customers' needs wherever they are so that both our customers and DLA can minimize inventories and are as agile as possible in how we do business."

"All of these efforts result in better support to America's military forces. The key is, like all of our actions at DLA, it must produce a better outcome for the troops and a better value for the respective military services and taxpayers," Dail said. 🍌





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Building Bridges

Story by Jonathan Stack

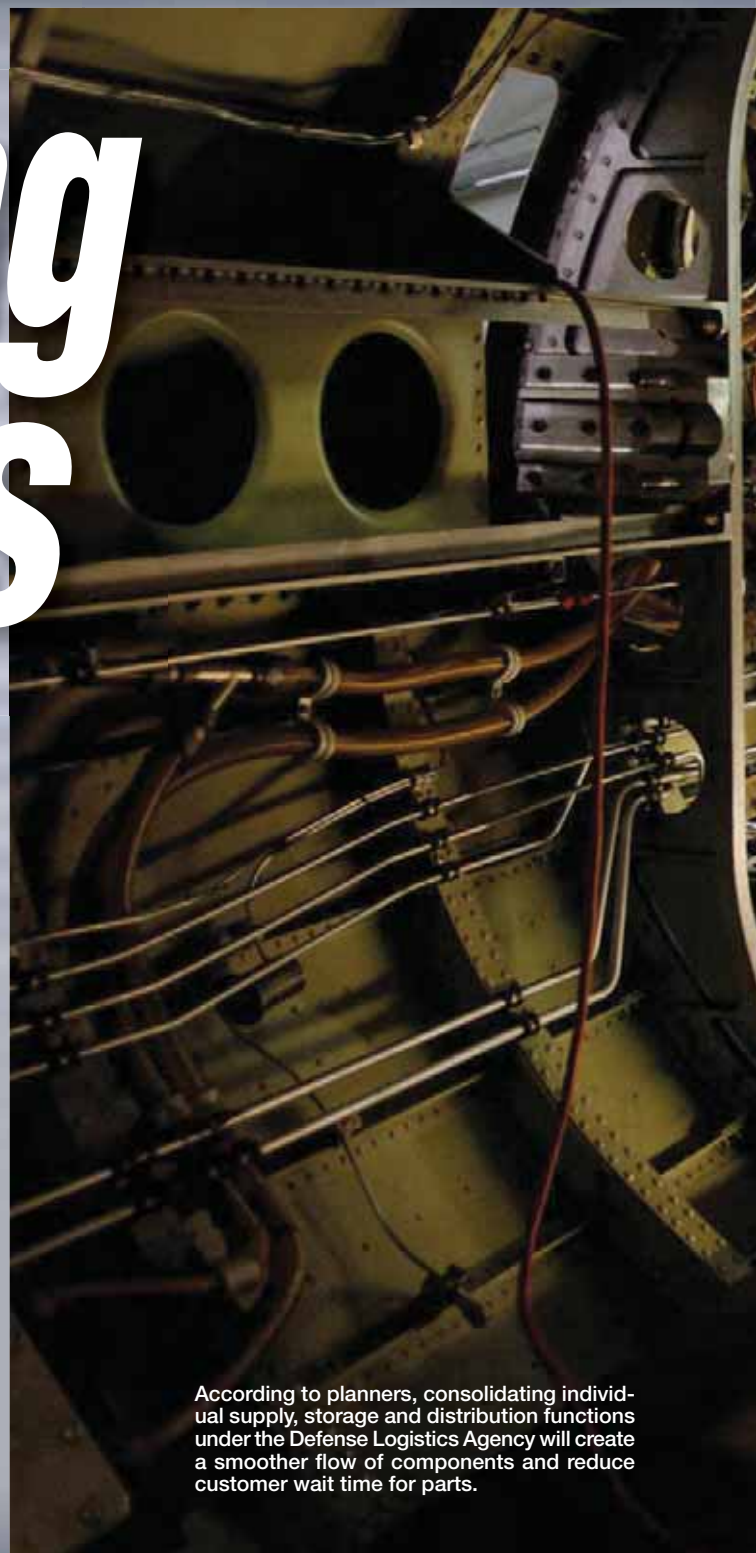
The Defense Logistics Agency is continuing to bridge the gap between itself and its customers to improve warfighter readiness by changing the way the military services get, store and distribute supplies.

As the Agency and the military services implement changes mandated by the Base Realignment and Closure 2005 supply and storage decisions, it is reconfiguring the existing military supply, storage and distribution management infrastructure into one integrated provider for the Department of Defense. This means people who were once DLA's customers — the supply officers at the maintenance depots — are now part of DLA, and DLA's customer is now the actual maintenance production line at the depots.

According to William Budden, executive director of DLA's BRAC 2005 implementation office, consolidating the individual SS&D functions from each of the military services under DLA will create a smoother material flow for all components and reduce customer wait-time for parts.

"The troops that fight need their weapon systems and components up and running in order to be successful. They shouldn't have to worry if they have the right part and that it's of the best quality," said Frances Walinsky, SS&D supply lead in DLA's Strategic Programs office. "In a very real sense, the maintenance line can produce the best equip-

Air Force Senior Airman Levi Blendeau



According to planners, consolidating individual supply, storage and distribution functions under the Defense Logistics Agency will create a smoother flow of components and reduce customer wait time for parts.





Realigning Logistics Operations

ment possible for that warfighter, as quickly as possible. The sooner you get equipment into the best possible condition, the better off the warfighter is going to be. The BRAC SS&D changes will help accomplish this."

Although the primary objective of SS&D is aimed at keeping warfighters prepared and ready, said Walinsky, the reconfiguration will also save the Department money, allowing funds to be available for other warfighting efforts.

The consolidation of each service's SS&D functions under DLA began with service employees being transferred in place to DLA.

The transfer of responsibility began at Warner Robins Air Logistics Center Oct. 15, 2007, with 265 full-time equivalent positions, or employee slots, transferring in place to DLA. The 776th Maintenance Support Squadron at Oklahoma City Air Logistics Center transferred 365 slots in February. The latest, Ogden Air Logistics Center at Hill Air Force Base, Utah, transferred 232 in July.

"On 'day one' we are asking them to work for DLA doing the exact same job they did," said Louise Terrell, DLA BRAC 2005 implementation office deputy executive director. "We have, in essence, brought the customer into our house."

Air Force logistics centers are scheduled to complete inventory transfer, one part of the second phase of SS&D consolidation, by the summer of 2009.

Navy sites are slated to undergo functional transfer through July 2009, followed by inventory transfers in 2011. Functional transfers for the Marine Corps are scheduled for September 2009 through 2010 and the Army from October 2009 through September 2011. All of the BRAC 2005 decisions must be completed by Sept. 15, 2011, according to the legislation.

By the end of the process, 1,406 full time equivalent employee slots will have transferred to DLA, according to the approved March 2008 BRAC Business Plan.

The third and final phase of SS&D reconfiguration is



Air Force Tech. Sgt. Mark Getsy

Under the reconfiguration, the Defense Distribution Center will add two new Strategic Distribution Platforms, which will simplify distribution to designated customers.

linking the newly consolidated functions and inventory with DLA's information technology systems.

Putting DLA right next to the customer and linking critical information gives DLA a better understanding of what customers need and lets the Agency finely tune its levels and types of supply support, said Walinsky.

"This will put us in collaboration on a daily basis with the production line," she said. "It will give DLA a better visual of what the services are buying and

using, and help us plan for future demand."

To get to the end-state of supply chain integration, SS&D has several parallel supporting efforts underway. These efforts include:

- defining and implementing the new distribution network,
- transferring and capitalizing inventory,
- deploying new processes, policies and business rules,
- making major systems changes (such as to DLA's Enterprise Business System and Distribution Standard System), and
- determining how services and DLA systems will communicate.

In the background supporting all of these efforts is an on-going exchange of knowledge and culture among new and "pre-BRAC" DLA employees.

SS&D changes will also create four continental United States support regions within the Defense Distribution Center, which will reshape the Agency's distribution network. Each region will have one strategic distribution platform with multiple forward distribution points to improve distribution flexibility and establish a

surge capability to respond to warfighter needs in time of emergency.

Existing SDPs at DDC's San Joaquin, Calif., and Susquehanna, Pa., will be joined by new SDPs in Warner Robins, Ga., and Oklahoma City. These SDPs will provide storage and distribution support, and be equipped with consolidation, containerization and palletization capability to simplify distribution to their designated customers. The sites will also use in-transit cargo visibility so customers can track their shipments.

According to BRAC planners, the SS&D reconfigurations, along with other supply and storage decisions, are expected to enhance the effectiveness of logistics support to operational, joint and expeditionary forces, ultimately enhancing warfighter readiness. The changes are also slated to eliminate approximately 15 million square feet of wholesale storage space and save the Department money by reducing stock levels, eliminating redundant activities and eliminating excess capacity.

Even with the benefits projected by SS&D there were still some initial fears on the part of the military services. Some industrial-site employees feared job cuts as the functions began to transfer to DLA.

"Not one person at an industrial site has lost a job and should the future dictate a smaller work force it will occur through attrition," Terrell said. "It's the expertise and close relationship industrial employees have with their customers that will ultimately make BRAC changes a success." 🌟

Navy Petty Officer 2nd Class Patrick Heil



Base Realignment and Closure 2005 changes are slated to eliminate redundant activities and excess storage capacity while saving the Department of Defense money.

Through the reconfiguration, people who were once Defense Logistics Agency customers are now part of the Agency.

Vai Gempis



TEN QUESTIONS WITH...

Lt. Gen. Robert

Defense Logistics Agency director addresses challenges, successes during his tenure and what he sees as the future for the Agency.

1. Could you provide us a brief overview of the challenges you faced and the actions you've taken to confront them since becoming DLA's director?

The first challenge was to build on the success of my predecessors. When I arrived here two years ago, we were an Agency that executed wholesale logistics in a very excellent manner. We had also been an Agency looking inside itself for the previous five years, developing the Enterprise Business System. It had been a period of time since 9/11 that the Agency had produced a wholesale logistics excellence track record and my challenge was to come in here and take that enterprise business capability and extend it out across the wholesale barrier to where it could meet our warfighting customers who needed DLA's capabilities, far forward, around the globe.

Defense Logistics Agency Photo



2. You've commanded logistics and transportation units at every level, from platoon to corps, across the full range of Army combat capabilities. How did those insights and experiences prepare you for the mission here at DLA?

It gives you an appreciation for the warfighting customers' focus and expectations for an Agency the size of DLA. I spent 32 years of my military career out there in the field at post camps, bases and stations, at home and abroad, counting on DLA support and was never disappointed. I had an opportunity to look at the Agency from outside, and so when I got a chance to come to DLA and be the director, I was able to have a great appreciation for what the Agency could mean to our servicemen and women fighting around the world. We make sure to give them the best value solution at the least cost and the best outcome from their perspective.

Defense Logistics Agency Fusion Center – Enterprise Business System – Asset Visibility

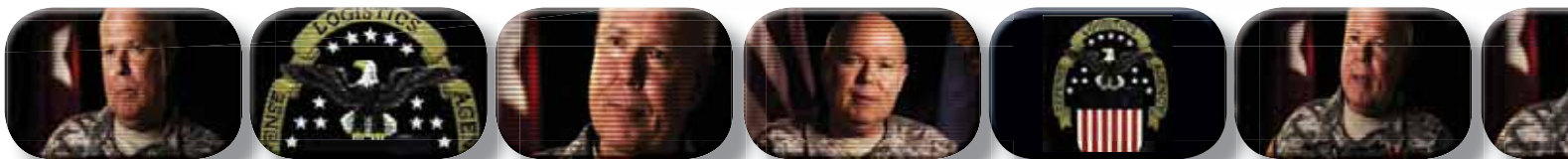
Dail

3. Since becoming DLA's director, you've forged a much stronger relationship with other agencies, especially the U.S. Transportation Command. Why was that necessary and what has it accomplished?

The forging of an enterprise relationship with USTRANSCOM was very important because we are the two largest logistics executors in Department of Defense. USTRANSCOM, the single transportation manager for DOD, and DLA, as the supply chain manager, formed a strong partnership that then could be pulled down inside the geographic areas of the combatant commanders around the globe. We started this with a U.S. Central Command initiative – the Deployable Distribution Center. We've since expanded it with the convergence of the Asset Visibility and in-transit visibility systems where our warfighting clients and customers can access the status of their requisitions. We've established it with the Joint Regional Inventory Materiel Management initiative out of Oahu, Hawaii, where we've created a single distributor of supplies in a location. Forging this enterprise solution has built our warfighting customers' confidence in DLA. They want more and more of this enterprise solution. From the relationship with USTRANSCOM we've now been able to forge other enterprise relationships, where people have confidence in DLA. These partnerships on the national level allow us to have an enterprise solution that delivers best value for the outcome warfighters want.

4. Over the past few years, we've seen DLA's role in the DOD's supply chain change. Based on JRIMM, National Inventory Management Strategy, the Defense Transportation Coordination Initiative and the Integrated Data Environment/Global Transportation Network Convergence, what is DLA's role now and what do you see as the Agency's role into the future?

DLA in the future is going to be a single supply, storage and distribution supplier for DOD. Today, you still have remnants of the services maintaining and managing their piece of the supply chains. In the future, DLA will take over more and more supply management for DOD, from factory to foxhole, all the way up to the retail level. It will continue to evolve and strengthen its partnerships with Army Materiel Command and Air Force Materiel Command, Naval Sea Systems Command, Naval Air Systems Command, Navy Supply Corps and Marine Corps Logistics Command, those national-level logistics providers.



and In-Transit Visibility Systems – National Inventory Management Strategy – Defense

TEN QUESTIONS WITH...

Lt. Gen. Robert Dail

5. One of your primary goals has been to extend DLA's enterprise forward to the point of warfighter demand. Has that goal been met? What does this mean to warfighters?

To the warfighter, extending the enterprise means better value, better output and better responsiveness. We have met that goal to a large degree, but we're just beginning to crack the surface. Most people familiar with DLA understand the recent initiatives to privatize a commodity like tires or industrial gases where we deliver now to unit motor pools and flight lines around the globe – extending that DLA supply enterprise right down to where units are operating. Others are familiar with what we've done in some of the other commodities where, under base realignment and closure, we are managing supplies straight to the production lines of industrial facilities operated by the military services. Right now, I'm very involved with USTRANSCOM to create a virtual aerial port. In other words, taking the Air Force flight line manifest capability and pushing it back to our warehousing facilities in Arifjan, Kuwait, which in essence lets our DLA employees at our warehouses manifest aircraft with pallets of supplies from those DLA locations. Our Document Automation and Production Service allows our customers to access DLA capabilities for printing, production and digitization of documents. Those capabilities – extending all the way down to where our customers are working – that's part of extending DLA's enterprise. We've been very successful to date. We've had a great work force that has embraced this idea of extending the enterprise, and we've had our partners at the national level, who have forged the enterprise with us enabling us then to press it far forward.

6. How have the Base Realignment and Closure 2005 decisions reshaped the way DLA does business?

Prior to BRAC, there were both wholesale and retail environments in DOD's industrial operations. BRAC 2005's language allowed DLA to penetrate the wall that existed between the retail and the wholesale level, and today, under the leadership of Air Force Gen. Bruce Carlson at the Air Force Material Command, we've been able to break down that wall. Today, DLA operates the entire supply storage and distribution function at Air Force air logistics centers – at Warner Robins, Ga., Oklahoma City and Ogden, Utah. DLA is now operating the entire supply chain of that hardware system all the way down to the production line; a great indicator of what can be done with the other services in the next two-to-three years. BRAC has set the table for a process reengineering effort by the military services to get DLA support all the way down to the production line.

7. The Agency has been supporting combat operations in Iraq and Afghanistan for five and seven years respectively. How do you rate our performance and what areas do you see for improvement or innovation?

The effort of the work force at DLA over the past five to seven years has been totally outstanding. They've demonstrated, time and again, acquisition excellence and supply excellence in meeting the needs of warfighters operating in Southwest Asia. There are areas where we can continue to improve and I think we've seen a little bit of that in recent months. We are now delivering supplies past locations that used to be handoff points between DLA and the military services. We're delivering all the way forward to where our Soldiers, Sailors, Airmen and Marines are operating in the CENTCOM Area of Operations. We can expand that capability even more. We can also as-

sist in our warfighting commands' planning a lot better than we have in the past. We can now actually put DLA professionals on the staffs of the service components and allow them to plan better for the forward distributions and the retrograde of material going in and out of the theater. Those areas will continue to evolve and continue to improve in the next couple of years.

8. Have you accomplished all you wanted or expected to do your two years as director here?

You never accomplish all that you want to accomplish when you're in a leadership position but I would say I'm very happy with where we are today and how far we've come in the last two years. When I got to DLA, I wanted take this enormous potential with its wholesale background and tremendous acquisition and contracting capabilities, and orient it more to the retail customer. I wanted to build on the success of fielding the Enterprise Business System, forging relationships with partners at the national level, and then, with that partnership, pressing ahead, pressing forward to meet our warfighting customers and provide our service at the point of the spear. I wanted to lessen the burden for our service customers, give them better value, better outputs. We've set the culture in place now for acquisition excellence and a focus on the warfighter.



9. Where does the Agency go from here, what's next?

Today, all the supply chains in the Department, with the exception of ammunition, reside in DLA and I think DLA is on a road to being the single supply, storage and distribution provider in DOD. It will be a partner with the other enterprise players at the national level, the service material commands and US-TRANSCOM. As we forge these stronger partnerships and DLA becomes the single supplier inside DOD, we will be able to achieve a better outcome at better value for our customers who are out there operating around the world.

10. Do you have anything you want to say to the DLA work force?

The men and women of DLA's work force have every right to be proud of their accomplishments during this war. They have provided world-class support that the men and women who wear the uniform of our country so richly deserve, and they have done so under extremely arduous conditions. DLA employees today serve around the globe, integrated right with numbered fighting forces on station doing the nation's security business. I'm very proud to serve in the same organization where people volunteer to serve overseas, making sure that our troops get what they need. I think DLA employees should feel an extreme sense of pride in what they do. I'm very proud to be leading this organization and serving in the same ranks with them. ★

DEFENSE SUPPLY CENTER COLUMBUS

A CAPABILITY

...NOT A LOCATION

Story by Defense Supply Center Columbus Public Affairs Office

Some have called it the best kept secret in central Ohio, but to its military customers, the Defense Supply Center Columbus is well known for its capability to continuously improve support to the warfighter.

Under the command of Army Brig. Gen. Patricia McQuisition,

Debra Perry, John Foreman, Tony D'Elia, Dan Bender and Leah Hout are public affairs specialists for the Defense Supply Center Columbus Public Affairs Office.

DSCC is responsible for the demand and supply chains related to land and maritime weapon systems operated by the Army, Navy, Air Force, Marines and some Coast Guard units. It manages 2.1 million repair parts for all land and ship support equipment, land vehicles, maritime vessels and military electronic items for its parent organization, the Defense Logistics Agency.

One of the most visible ways

DSCC meets the needs of its customers is through its Forward Execution Program, which involves the deployment of DSCC civilians, and active duty and Reserve military to customer sites, both overseas and domestic, to provide assistance and put a face on the Agency's support.

Dee Debenport, who oversees DSCC's OCONUS deployment program, said those involved in the deployments are "all on the front lines performing logistics duty in support of our military customers."

The program's motto, "We Go Where They Are," recruits, trains and sustains a team of select individuals skilled in logistics, ready to deploy worldwide to deliver customer support to warfighters as members of DLA Support Teams and other select organizations.

The program includes a group of about 20 civilians who deploy on a regular basis as emergency essential personnel, whose deployments are part of their job duties. Many are retired military service members.

Employees from the Defense Supply Center Columbus, Ohio, have joined Defense Logistics Agency Support teams to deploy alongside warfighters.



TV



Joe Harig, from the Defense Supply Center Columbus, Ohio, shakes hands with Army Col. Paul Abel, then-commander of the Defense Logistics Agency-Europe during a deployment to Kosovo.

Among DSCC's emergency essential civilian deployers is Mike Kempke in the land supply chain who retired from the Air Force several years ago. He returned in March from a deployment to Iraq and is slated to leave in October to go back to "the sandbox."

For him, being able to interact with the customer face-to-face is the most important aspect of deploying to customer sites.

"Realistically speaking, being able to work and interact with the customer in person is so important," he said. "As a customer for 27 years in the Air Force, DLA was a large, faceless organization. Working with customers face-to-face adds a lot of personality and teamwork to the relationship."

With their knowledge of how DLA operates, deployers can help lessen the customer's load, said Tim Nourse, another EE deployer who recently returned from Iraq.

"Customers have a million other things to worry about," Nourse said. "We can get them an answer more quickly and elevate something in a more direct fashion."

DSCC's active-duty military members also deploy overseas. Among them this year is Army Chief

Spare and repair parts for Humvees like this one are provided by the Defense Supply Center Columbus, Ohio.

Christine Martin stands beside one of the Bradley fighting vehicles she helped to support while deployed to Kuwait for the Defense Supply Center Columbus, Ohio.

Warrant Officer Brian Kennedy-Bey, who deployed to Iraq as part of a special team tasked to develop a repair parts transition plan for weapon parts and supplies for multinational forces and Iraqi military forces.

All of DSCC's overseas deployers bring their individual talents to our team and have a reputation as the cream of the crop, Debenport said. "They make it a point to be the best out there in the field."

Marine Corps Col. Luke Marsden, DLA Support Team-Kuwait



"It causes goose bumps and great pride to see the sub or ship out my window as it sails off to defend our nation, knowing that I was a small part of making it happen."

— Kathy Willyard

commander, agreed with Debenport's assessment. "DSCC personnel have a reputation here for being well-prepared for the deployment," he said.

Extending the Enterprise

Face-to-face interaction and support of DLA customers is the goal of another initiative involving numerous DSCC employees. They work at customer sites, such as Navy shipyards and Army maintenance depots within the United States to extend the Agency's capabilities forward.

The program involves civilians who go on short-term deployments to DLA customer sites. Other employees relocate permanently to those sites, filling positions such as customer support representatives, customer logistics site specialists and demand planners, buyers and product specialists for forward execution. These people also work closely with customers to troubleshoot issues that arise and provide any other needed assistance.

Among them is Hazel McLin, from Maritime Customer Operations, who returned in August from a deployment as a CLSS at the Navy's Trident Refit Facility in

Kings Bay, Ga.

"My assignment to Kings Bay has been very rewarding and I'm glad I've been able to work with our customer here as part of a team to complete the mission," she said.

Kathy Willyard, a DLA CSR at Puget Sound Naval Shipyard in Washington state, said she enjoys being forward deployed with the customers there and to "feel their level of effort and willingness to go to any lengths" to get the job done.

"It's exciting to be a part of it, to get their requirements through the DLA wickets and into the maintainer's hands," she said. "It causes goose bumps and great pride to see the sub or ship out my window as it sails off to defend our nation, knowing that I was a small part of making it happen."

McQuiston said she is pleased with the growth in relationships between DLA, DSCC and its customers that the initiative has fostered.

"We must remain committed to keeping that positive relationship growing," she said.

A Growing Mission

"Forward execution is a growing mission as we move DSCC's capabil-

ity forward at multiple sites simultaneously," said Barb Robertson, supervisory customer operations division chief in Land Customer Operations. "Right now we are working on how to integrate the team with various functional specialties to work across process areas to develop an integrated solution that best meets customers' needs."

The land supply chain at DSCC has one deployed product specialist. John Tyner made a permanent change of station June 26 to Anniston Army Depot, Ala. In the future, DSCC plans to deploy more product specialists to Army depots such as Letterkenny and Tobyhanna, Pa., and Red River, Texas. Tyner acts as a go-between, or liaison, between the maintenance shops and the product specialists at DSCC.

"Thus far it's been very helpful," said Don Robinette, product quality specialist supervisor with DSCC's Combat Vehicles and Armament Initial Support team. "We catch perceived technical and quality problems earlier and we resolve problems quicker."

In addition, DSCC land currently has assigned or will assign forward buyers to the four Army depots,





Marine Corps Logistics Base Barstow, Calif., and Marine Corps Base Albany, Ga.

"I think we've engineered a solid base as we move forward in supporting our customer with on-site personnel," said Army Col. Stephen Bianco, director, Land Supplier Operations. "We are still growing and evolving as an organization and as an enterprise with the development of standard policies and procedures."

Supporting the MRAP

DSCC is DLA's lead supply center for getting Mine Resistant Ambush Protected Vehicle spare parts to warfighters. The highest-priority weapon system in the Department of Defense, MRAPs provide greater safety and protection against improvised explosive devices. The heavily armored trucks weigh up to 52,000 pounds and are equipped with V-shaped hulls that help deflect explosive blasts.

To get parts on the shelf as quickly as possible, DSCC will forward deploy employees to MRAP manufacturer locations, and embed people directly in the Marine Corps-chaired MRAP Joint Program Office.

"The primary purpose of the

John Evans, a DSCC civilian, is shown sitting on a Bradley Fighting Vehicle during his deployment to Kuwait in early 2008.

forward deployed associates is to be information conduits," said Army Lt. Col. Jay Proctor, who is the deputy program manager for DLA's effort on the MRAP project.

Because five different companies are manufacturing MRAPs, it has been a challenge for DLA to keep up with the different parts each manufacturer uses and get national stock numbers assigned to the parts, Proctor said.

The folks deploying to OEM sites will first work to find parts already on the plant's shelves and ship them to warfighters, and second, order more of the needed items to have stock on-hand to reduce vehicle down time in theater.

Leading the Way

DSCC takes the lead for DLA on numerous programs in locations across the globe.

The Joint Regional Inventory Materiel Management Initiative is a DOD-sponsored program commissioned to improve warfighter support by improving effi-

Defense Supply Center Columbus

Headquarters: Columbus, Ohio

FORWARD EXECUTION:

located at 36 sites:

Camp Pendleton, Calif.	Fort Carson, Colo.
Camp Lejeune, N.C.	Fort Hood, Texas
Albany, Ga.	Fort Riley, Kan.
Barstow, Calif.	Fort Irwin, Calif.
Anniston, Ala.	Schofield
Texarkana, Texas	Barracks, Hawaii
Warren, Mich.	Norfolk, Va. (2)
Rock Island, Ill. (2)	Portsmouth, Maine
Chambersburg, Pa.	Puget Sound, Wash. (2)
Redstone Arsenal, Ala.	Pearl Harbor, Hawaii
Tobyhanna, Pa.	Kings Bay, Ga.
Fort Monmouth, N.J.	Bremerton, Wash.
Fort Campbell, Ky.	Mechanicsburg, Pa.
Fort Bragg, N.C.	Yokosuka, Japan
Fort Drum, N.Y.	Sasebo, Japan
Fort Stewart, Ga.	Taji, Iraq

Joint Program Office - MRAP in Stafford, Va., and at Force Protection Industries Inc. in Ladson, S.C.

EMPLOYEES: 2,454 civilians, 43 active duty, 32 reserve, 54 forward execution personnel.

BUDGET: Annual material budget for fiscal 2008 is \$2.9 billion.

NATIONAL STOCK NUMBERS MANAGEMENT:

Land Supply Chain: 392,000 NSNs at three sites with \$1.4 billion in sales.

Maritime Supply Chain: 1.7 million NSNs at three sites with \$1.7 billion in sales.

FACTS:

- DSCC is responsible for the demand and supply chains for land and maritime weapon systems operated by the Army, Navy, Air Force, Marines and some Coast Guard systems.
- It is one of the largest suppliers of weapon systems repair parts in the world.
- It awards an estimated 1,500 contracts daily, worth \$7 million, from thousands of vendors and suppliers.
- In fiscal 2007, its sales totaled \$3.6 billion, with \$240 million in foreign military sales that supported 90 nations.
- On an average, employees fill 7 million orders and support nearly 1,400 weapon systems for more than 23,000 customers each year.
- It manages 707,000 contracts annually and works with more than 7,000 suppliers.

Mine Resistant Ambush Protected vehicles are parked in the cargo hold of a ship on their way to warfighters in Iraq and Afghanistan. Spare parts and tires for MRAPs are supported by the Defense Supply Center Columbus, Ohio.



Defense Supply Center Columbus, Ohio, employees support the needs of maritime customers with spare and repair parts.

of parts to end-users. Warfighters benefit through better asset visibility and a more efficient use of global assets.

DSCC's maritime supply chain plays another lead role for DLA in supporting the Naval Nuclear Reactor Program. This part in national security includes logistical support for more than 120 Navy customers, including nuclear powered aircraft carriers and submarines, shipyards, training sites, reactor labs, and other Department of Energy and Navy facilities.

DSCC manages more than 28,800 national stock numbered items in support of this mission for DLA, with total annual sales in excess of \$70 million.

DSCC continues to take the lead in supporting numerous Army Global High Mobility Multipurpose Wheeled Vehicle repair programs.

One is the Humvee Customer Pay Program established at Letterkenny, Red River and the Maine Military Authority that helps warfighters refurbish Humvees to like-new condition. Another is the Humvee Reset programs that brings Humvees back to full mission capability at Red River and the Marine Corps Logistics Bases at Albany and Barstow.

DSCC has undertaken a new initiative to support Army and Marine Corps reset programs. This effort entails continuous engagement with land force customers through the sustainment of Left-Behind Equipment, Special Repair Teams for Reset and Unit Level Data Tracking. A team from DSCC has engaged Army Sustainment Command and the U.S. Army's Tank-automotive and Armaments Command Life Cycle Management Command directly to gain a full understanding of requirements for reset at unit-level sites.

According to McQuistion, It's evident that DSCC's daily operations are no longer contained by the installation fence line in Columbus, Ohio. The organization considers itself a capability more than a location as its forward execution tentacles stretch outward to extend the DLA enterprise and support the warfighter wherever and whenever needed. ★

ciencies and cost effectiveness of the Department's logistics enterprise. With multiple locations receiving, storing and shipping material in support of the military services, JRIMM was created as an effort to regionalize material handling and reduce duplicative resources in personnel, inventory and funding.

JRIMM consolidates DLA-managed material and reduces and eliminates intermediate retail stocks. It reduces transportation costs and decreases customer wait-time through consolidating local inventories, eliminating duplicate inventory and streamlining delivery

The ships of the Nassau Strike Group transit westward in the Atlantic Ocean as they wrap-up a deployment. Support to Navy ships and other maritime customers is provided by the Defense Supply Center Columbus, Ohio.





DDJC Builds 'Green' Warehouse

Defense Distribution Depot San Joaquin, Calif., or DDJC, recently completed construction of an environmentally friendly warehouse.

The new 366,000-square-foot general purpose warehouse is made of concrete, wooden beams and steel recycled from a World War II-era building. Motion-sensor lighting was also installed in restrooms to conserve electricity.

According to the Environmental Protection Agency, buildings account for 39 percent of total energy usage, 12 percent of total water consumption and 68 percent of total electricity consumption.

"It was important to take the environment into mind during the planning stages of the new warehouse," said Billy Laws, construction project engineer. "We take every opportunity to contribute to a greener community."

DDJC is already planning new ways to add more eco-friendly features to future buildings, including high bay fluorescent lighting instead of metal halide to conserve more energy.

— Annette Silva,
Defense Distribution Depot San Joaquin, Calif.,
Public Affairs Office

Richmond Team Earns Sixth CINC Award

The Defense Supply Center Richmond, Va., and one installation from each military service received the Commander in Chief's Annual Award for Installation Excellence at a recent Pentagon ceremony.

While the win was a first for most of the installations being honored, it was Richmond's sixth award.

"I looked at that package and I can tell you that it only represents a small portion of the great things our work force accomplishes," Air Force Brig. Gen. Andrew Busch, DSCR commander, told the Pentagon audience.

The installations distinguished themselves through effective leadership and management as well as being good stewards of tax dollars.

"This prestigious award recognizes the best of the best," said Wayne Army, deputy undersecretary of defense for installations and environment.

This year's award recipients also included Fort A.P. Hill, Va.; Marine Corps Base Camp Pendleton, Calif.; Naval Base Coronado, Calif.; and Dover Air Force Base, Del.

The CINC's Award for Installation Excellence was created in 1985 by President Ronald Reagan. Defense Logistics Agency was added to the competition in 1988. Cited organizations receive a trophy, an "Installation Excellence" flag and a letter signed by the president.

-- Defense Supply Center Richmond
Public Affairs Office

The Defense Logistics Agency's Green Products Team wants to hear about environmentally-friendly products you'd like to see available, supplies you are already be using and your ideas for new items or processes.

Products are considered environmentally-friendly if they incorporate recycled content, use less energy or water to operate or are made of non-toxic ingredients or materials.

Speak up by e-mailing the team at
GreenProducts@dla.mil

or use the

Green Products Web form located at
**[http://www.dscr.dla.mil/userweb/
aviationengineering/
BUY_GREEN/buygreen_form.asp](http://www.dscr.dla.mil/userweb/aviationengineering/BUY_GREEN/buygreen_form.asp)**

DLA NewsWire

Richmond Supplies Parts for Army Maintenance Program

Since 1962, the Defense Logistics Agency has provided supply items for the military services, and today supplies over 70 percent of Army repair parts used at Fort Rucker, Ala., in support of the National Maintenance Program, the first source of supply to satisfy national requirements for the Army.

Two Defense Supply Center Richmond, Va., employees are forward deployed to Fort Rucker, where they provide direct customer support to the Aviation Center Logistics Com-

mand, the Army Aviation and Missile Command's maintenance arm for Army aviation. ACLC provides support maintenance for the Army Aviation Flight School and manages the Fort Rucker National Maintenance Program.

DSCR's staff provides repair parts associated with the repair or overhaul of weapon system components, helps ACLC identify shortages within the supply systems, increases availability of parts, assists in finding alternate sources and expedites parts on new contracts. The overall objective is the same as the Army's — increased readiness at the weapon system-level and reduced operation and sustainment costs.

The National Maintenance Program aims to maximize the use of national repair capabilities and available

resources while increasing availability and reliability of required levels of weapon system repair parts.

According to Chief Warrant Officer 3 Willie Dunning, chief of ACLC's aircraft component repair branch, the actual number of serviceable assets being produced at Fort Rucker has increased by 85 percent due to increased DSCR forward presence.

Some of the major Army aviation weapon systems DSCR supports at Fort Rucker are the AH-64 Apache, which is the Army's heavy division attack helicopter; the UH-60 Blackhawk, an Army utility tactical transport helicopter; and the CH-47 Chinook, which is the Army's twin-engine, tandem rotor cargo helicopter.

— Cathy Hopkins
Defense Supply Center Richmond
Public Affairs Office

Bringing a Touch of Home...



The sight of an ice cream truck brings back happy childhood memories of care-free summers and cool refreshments to Soldiers of the 601st Aviation Support Battalion at Contingency Operating Base Speicher, Iraq. "Two Scoops of Hooah" debuted July 4 at Speicher complete with freezer, music sound system and an actual ice cream menu, thanks to some assistance from a Defense Supply Center Columbus, Ohio, employee.

DLA Podcasts Now Online

The Defense Logistics Agency is now communicating with thousands of people simultaneously via popular technology.

Videos and podcasts located at DLA's public Web site, www.dla.mil, are helping viewers quickly and easily learn about Agency programs. Podcasts are digital-media files that can be downloaded to portable media players.

"People are busy these days so we've made it easy for them to learn about DLA and its programs on their own time," said Nutan Chada, executive producer, DLA Strategic Communications.

Links to the videos and podcasts are located at the bottom of the site's left-hand menu.

Viewers can also subscribe to the podcast feed. Subscribing requires the use of software that may be prohibited on some Department of Defense computers and communications devices. In such cases, DOD network users can use Windows Media Player to view videos online.

— DLA Strategic Communications



"THE FLAG LADIES"

A Dying Art Thrives at DSCP

Story and Photos by Beth Reece

Christine Upchurch learned reluctantly how to create beautiful things.

"I wasn't interested. Who wants to be sitting in the house sewing and pretending you like it when everybody else is outside playing?" Upchurch said of the childhood days when her mother coaxed her into needlework.

The embroidery Upchurch learned at age 10 is now considered a dying art, one she's grown to enjoy in her 25 years at the Defense Supply Center Philadelphia's Clothing and Textiles Directorate.

In DSCP's flag room, 64-year-old Upchurch and seven other women nicknamed "the flag ladies" still invest time and care into hand-embroidering the nation's presidential and vice presi-

Defense Supply Center Philadelphia is the only place in the country where presidential flags are still hand-embroidered.

It will take 45 days of working side-by-side for Maria Martins and Christine Upchurch to complete just one presidential flag.



dential flags. It is the only place in the country where such flags — displayed during press conferences, meetings with heads of states and even on presidential cars — are still made by hand.

"Luckily we still have people around who can do it, who like to do it," said Diane Harris, who has over-

seen the embroidery shop since 1986.

The women also embroider 450 other flags, mainly those used by military units for identification and to foster esprit de corps.

Meeting the Demand

The demand for flags has risen so high with the upcoming inauguration and so many units deployed to Iraq and Afghanistan that DSCP embroiderers can hardly keep up. Inaugurations usually call for 15 presidential flags, but early this year the White House Communications Office requested 90.

"This is the largest order we've ever had," Harris said.

So detailed are presidential flags — with fourteen thread colors defining the presidential coat of arms and a white star for each of the 50 states, plus gold and silver hand-knotted fringe — that it takes two embroiderers 45 days to complete just one. Har-

Maria Martins and other Defense Supply Center Philadelphia embroiderers are working six-day schedules to keep up with the high demand for presidential flags.

ris had to put her staff on six-day work schedules, with 10-hour workdays Monday through Friday, so they could keep up with requests.

Meanwhile, units requesting flags before deploying are getting machine-generated versions.

"When the units come back, then we give them a hand-embroidered flag," Harris said. Unit flags take up to three weeks to hand-embroider opposed to hours by machine."

"We can do at least three to four a day by machine. This is a faster fix, but I don't think it looks as nice," Harris admitted.

While units don't seem to mind taking machine-embroidered flags to areas like Iraq, where wind and sand deteriorate equipment anyway, Harris said service members do have discriminative tastes when it comes to their flags.

"They know the difference between a flag that's been hand-embroidered and one done by a machine. And if they see a color that doesn't look right, they call us," she said.

The Embroiderers

Harris started at DSCP as a sewing machine operator at what was then known as the Schuylkill Arsenal.

"We did all kinds of things back then — boots, radio pockets, you name it. Even laundry bags," she said.

When Schuylkill closed and the staff of about 80 shrunk to 22 and moved to Northeast Philadelphia, Harris was the only person qualified to supervise the downsized operation.

Time and too many years of poring over small stitches have weakened Harris' once sharp eyesight, but she sees clear enough to admire her staff's handiwork.

"They are very talented ladies," she said. "Others who come here and

Hue Nguyen prepares an embroidery machine to stitch a Corps of Engineers flag.



Linda Le threads a needle to embroider the eagle's feathers on the presidential flag.

see their work are overwhelmed at what they do, and it makes me happy that the ladies get to see how amazed others are."

Generals and politicians marvel at the embroiderers' talents during visits to DSCP headquarters. Spectators have praised their craftsmanship on display at such historical sites as the Betsy Ross House. The flag ladies have even appeared on "Good Morning America."

"A lot of people don't think this is still in existence, that this work is still being done by hand," Upchurch said.

While it is possible to earn an academic degree in embroidery, these artisans cultivated their skills at home under the watchful gaze of mothers and aunts.

"Especially the Asians," Harris said. "They had to learn to sew at a young age because they made their own clothes and if anything ripped, they had to be able to fix it themselves."

Maria Martins picked up sewing as a little girl in Portugal, where she

"A lot of people don't think this is still in existence, that this work is still being done by hand."

— Christine Upchurch

grew bored following her grandmother on routine visits to her seven sisters.

"She'd visit the sisters and talk, so I'd grab the sewing basket and make pillows in heart shapes and put flowers on them," she said. "I learned on my own, little by little."

A friend here in the United States saw a DSCP want ad for embroiderers in the paper and called Martins. Twenty five years later, she continues creating flawless flags with each side clear of knots and stray threads.

"What you see on the front is

what you get on the back. It's a mirror effect," said Harris. To get it embroiderers use a satin stitch, a technique new employees spend six months learning.

With younger generations now more impressed with machines that get the job done faster and easier, Martins and Upchurch wonder who will fill their shoes after they retire.

"I'm afraid the work we do will just die out. Young people are too hyper to sit still for this length of time," said Upchurch. Even Martins, who has passed the skill on to her daughter, acknowledges that most people consider it "the old-fashioned way."

"The machines we use do a good job, but they can't add the little details that we can," she said.

Every flag made by DSCP embroiderers comes with a blueprint and color chart from the Institute of Heraldry, which designs such things as medals, insignia and badges authorized for official wear by government personnel.

The flags are not available for purchase, but Harris said one presidential flag is worth \$12,000. ★

Embroiderers like Chae Cacciola and Kuo Lo protect areas of the flag they're not working on by rolling the rayon banner and covering it with layers of tissue paper.





EXTENDING THE ENTERPRISE

In June 2008, Defense Logistics Agency Director Army Lt. Gen. Robert Dail visited the Agency's warfighting customers and strategic partners throughout the European and Africa Commands to gauge DLA's progress toward reorganizing its personnel and extending its capabilities forward. Here is what he had to say about the Agency's progress toward an extended enterprise:

"This was an enormously successful trip. We confirmed the great work of the DLA-Europe team over the past year in accomplishing all of the tasks from my visit in 2007. Moreover, we were able to understand the current and future operations and vision of the two component commands located in Europe (EUCOM and AFRICOM).

"Conversations with component commanders and their logis-

tics principals will help shape and prioritize the Agency's initiatives this coming year. The DLA-Europe relocation effort, the unique and expanding capabilities at Defense Distribution Depot Europe and the strong relationships we've forged in recent years with EUCOM and its components provide us with a great opportunity.

"The challenges associated with the size and remoteness of the AFRICOM Area of Responsibility require DLA capabilities.

"We are performing extremely well. Everywhere I traveled, customers expressed great pleasure in our recent support. We are changing a culture — we have come far under the efforts this past year."



Defense Logistics Agency Photo (All)



Defense Logistics Agency troops and civilians, deployed in support of Operation Iraqi Freedom, enable DLA to complete its mission to support each of the military services abroad. (Right) Army Lt. Gen Robert Dail stands with DLA Support Team-Iraq members on a recent trip to Camp Victory, Baghdad, Iraq.





*We Support our Warfighters by Providing the Means
to Take the Fight to the Enemy and Win*

*Every DLA Employee, from
the Factory Floor to the Board Room. . .*

*. . . Provides the Difference to ensure
Mission Success*



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I AM

DLA



My name is:
David Graves

I am:
Deputy Chief, Air Force Customer Facing Division, Directorate of Aviation Customer Operations at Defense Supply Center Richmond, Va.

Describe your job in a sentence:
Our division is responsible for customer engagement, specifically weapon system hardware support; understanding requirements, translating and prioritizing them so the enterprise will respond and make the customer successful.

How long have you worked for DLA?
8-plus years.

What's your favorite thing about working at DLA?
DLA's capability is really quite remarkable, and when focused on specific outcomes, great things happen. So I think our support of the warfighter, in all its dimensions, is fantastic.

What's your best memory of working here?
Actually, there isn't one best memory, but coming through for the customer gives me and our division team a lot of satisfaction. There are just so many competing requirements, and focusing the enterprise on specific customer outcomes and making the customer successful gives us a lot of satisfaction. DLA pulls rabbits out of the hat every day.

How do you make a difference to the warfighter?
Translating and prioritizing customer requirements so DLA effectively responds to the need, anytime, anywhere.

David E. Graves

